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STATUS OF ACTION ON RECOMMENDATIONS CONTAINED IN
THE ADMINISTRATIVE WORKLOAD STUDY, 5 JANUARY 1955

1. This report will be keyed to the corresponding recommendations which, in the Survey, were arranged by lettered paragraphs.

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a. It was recommended that a Management group be established within DD/P to continuously review Agency regulations, procedures, and organization. This recommendation has been met in part through the location of a Management team within the DD/P to assist in problems of organization and internal procedures. The Regulations Control Staff maintains a continuous survey of Agency regulations, while the Publications Control Staff within the DD/P is engaged in streamlining

I convened a number of meetings in January to identify the remaining problems and to plan a firm program. Continued progress is being made, although there is no intent to transfer a segment of Management to DD/P. It is expected that the Clandestine Services element of the Management Staff will continue its cooperative activities and, with the recent shift of the Publications Control Staff, I have planned for a continuous review and a revitalized attack on the regulations matter through a concentrated re-examination by PCS, SSA-DD/S, SSA(Comp), SSA(Pers), SSA(Log) and SSA(A).

b. It was recommended that Agency regulatory issuances be simplified and segregated so that those of general applicability would be contained in a single manual and those of specialized application be grouped in separate manuals available for those who need such specialized issuances. The present Agency system of regulations has been steadily improving since its inception in 1953. The Regulations Control Staff is charged by Regulation with continual review of Agency and with a view toward consolidating and simplifying them. Little progress has been made in this direction except that a review is made of each proposed regulation by the SSA(PCS) to assure that it does not duplicate or conflict with existing regulations. Segregation of limited applicability regulatory issuances from those of general applicability is now effected in DD/I and DD/S by means of distributing current issuances on a "need-to-know" basis. Complete sets of issuances are restricted within the DD/I and DD/S to the Assistant Director and Chief of Office and Staff levels. Within the Clandestine Services, each issuance is distributed on the basis of collections, called manuals, each of which is

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25X1A kept complete. Some segregation is made in that the body of
[REDACTED] is narrower than that of Head-
quarters Regulations, Notices [REDACTED] 25X1A

25X1A [REDACTED] However, we have no current plans for changing the DD/P
distribution policy. The further recommendation that indexes
of regulatory issuances be completed has been met.

c. It was recommended that regulatory issuances be

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25X1A d. It was recommended that DD/P division and staff internal
regulatory issuances be standardized. In view of the diversity,
size and activity of the various divisions and staffs and the
diversity in personal relationships within the staffs and divi-
sions, no useful purpose would be served by standardization.
Present [REDACTED] call for the submis-
sion of copies of internal division or staff issuances to the
DD/P. Admin Chiefs have been directed to send any such issu-
ances relating to support to this staff prior to their being re-
leased. In this manner we are able to ascertain that appropriate
policy considerations have been included and wherever it would be
beneficial would be in a position to take a constructive idea
developed in one division and issue it appropriately to other ele-
ments of the DD/P or the Agency by and large.

e. It was recommended that "more emphasis" be placed on the
training of Clandestine Services personnel in the use of regulations.

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This is a comparative statement written more than a year ago. The following courses presently available contain instruction with respect to regulations and administrative procedures:

Administrative Procedures Course
Operations Support
Basic Orientation Course
Operations Course
Operations Familiarization

If all personnel being assigned overseas take the appropriate course(s) they will all have been exposed to training in the content of Agency [REDACTED] regulations, and also 25X1A in the related administrative methods and procedures. Nevertheless, we plan to explore with the Office of Training the possibilities and desirability of increased emphasis on administrative matters.

f. Recommendation (f) has been discussed under the preceding paragraph. It referred to making mandatory the training of operational personnel in specific administrative methods and procedures. It is standard procedure for all Clandestine Services personnel to take one or more of these courses but the DD/P policy, with which I agree, is not to make such training mandatory.

g. It was recommended that DD/P Staff and Area Division staff meetings be used to brief senior division personnel on pertinent sections or changes in new Agency [REDACTED] regulations 25X1A. I have undertaken to perform this service on a selective 25X1A basis with respect to Agency [REDACTED] regulations at DD/P staff 25X1A meetings. I have asked each DD/P Staff and Division Chief to keep his own personnel informed with respect to Agency regulations [REDACTED] by appropriate highlight briefings in his own staff meetings.

h. It was recommended that current organizational and functional statements be developed for all components of the Clandestine Services, both headquarters and field. This has been done on a tentative basis for the headquarters organization. As a matter of good administration, it is felt that each division should be basically responsible for recommending appropriate organization structures for its field stations. Since the field stations are generally charged with the responsibility of carrying out the missions of the parent division, in my opinion no useful purpose would be served by simply restating in

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regulations those missions for each field station other than through the media of the new RMDA. However, I propose to review, revise as necessary, and secure the issuance in permanent form of the DD/P organizational and functional statements. We have recently reviewed and recommended major changes to C/FE of his Functional Statement.

i. It was recommended that all administrative reports required of field stations be consolidated in a single periodic report to area divisions with separate sections on matters within the responsibility of the DD/S. It is felt that this recommendation is now being implemented where appropriate in some divisions and should not be compulsory since the timing requirements of such reports varies. Most of the administrative type reports of interest to the DD/S are, in fact, required monthly or less frequently where possible. The physical arrangement of these reports is purposefully left to the discretion of the divisions concerned, i.e., whether to send separate reports or to send a group of reports in one package. Measures are presently being taken by the DD/S to reduce the total number of administrative reports required from the field, but we do not plan to force consolidation of all administrative reports into one periodic submission.

j. It was recommended that divisions be allowed a 5% or 10% variation in the expenditure of funds budgeted for each project. It is considered that such blanket leeway might result in confusion and over-obligation of funds. Moreover, it is felt that it would be desirable to retain headquarters control of project variations in order to preserve the responsiveness of operations to shifting clandestine Services priorities.

It was further recommended that a more flexible interpretation of the scope and concept of project objectives be permitted. The existing authority of station chiefs in the use of development funds and the authority to take advantage of targets of opportunity does provide flexibility without risk of loss of basic control by headquarters. We do not propose to take any further action on this recommendation.

k. It was recommended that "more flexibility be permitted in implementation of Agency support regulations." This recommendation appears to be based on a complaint that regulations are too literally construed, a risk that cannot be avoided. A regulation to serve as

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such must be carefully written and, provided that exceptions are available for unusual cases within the bounds of legality and operational necessity, they must be adhered to. Every effort will be made to assure that regulations are clearly and concisely written. The amount of reference by the field to headquarters of questions regarding implementation and interpretation of regulations is directly related to the degree of simplicity, directness and effectiveness of our regulatory system. (Note 1a, b, c and d above)

1. It was recommended that a continuing Agency program of extending field authorities be conducted as long as the competence and experience of field personnel increases. This again appears to be a matter primarily of administration within each staff and division. Implementation must depend upon the size and scope of field installations concerned and the personalities involved. From the support side, a measure of decentralization has occurred and is continuing within the limits of available personnel, e.g., TVA authorities and the establishment of Class A accounting procedures in the field. We shall remain responsive to requests from DD/P and DD/S elements for further decentralization but feel that a formal Agency program is neither necessary nor desirable.

m. It was recommended that "more control be exercised over TDY travel of headquarters personnel to field stations through the establishment of a periodic travel report by area divisions and staffs to the DD/P or his delegee." The question of reducing the amount of travel by headquarters personnel has been given much consideration. With respect to travel by DD/S personnel, tight control has been established through the requirement that every proposed trip be approved by the SSA-DD/S after clearance with the division to whose area the trip is to be made. Travel by division personnel is subject only to approval by the Division Chief himself by delegation from the DD/P. Travel by DD/I personnel is subject to approval by the EO-DD/P. In addition, any TDY travel of DD/P personnel which is planned to exceed 45 days must receive specific approval from the EO-DD/P, or the Chief of Operations. The SSA-DD/S provides a continuous record of DD/S travel for the DD/P and reports as appropriate on such travel to the DD/S. It is believed that existing control machinery is adequate -- the problem is simply one of continuing watchfulness.

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n. It was recommended that the Records Integration Division provide a technically trained task force to standardize, simplify and improve the Clandestine Services records and files system. This recommendation is being actively pursued within the limits of available personnel by RI with SSA-DD/S assistance. It is a continuing activity.

o. It was recommended that the number of surveys and inspections being made of the Clandestine Services by both internal DD/P personnel and other Agency components be reduced by a more centralized control. It is believed that this recommendation has, in fact, been actively pursued. In my opinion, the IG and I&R Staff should not be circumscribed. In addition, the DD/S elements other than the Management Staff, no longer make surveys although key persons do visit the field from time to time in order to talk over and assist the field in the solution of their support problems. Moreover, senior officials of the Clandestine Services do and should continue to make occasional trips to the field for the same purposes. In my opinion, the past surveys which gave rise to the complaint have contributed largely to the reduction in the number of surveys now necessary in that such past surveys appear to have accomplished their purposes and resulted in the establishment of more effective procedures.

p. It was recommended that the Clandestine Services be delegated authority to redistribute and reassign its personnel assets internally without prior approval of the Assistant Director for Personnel or the Management Staff. The Management Staff element in the DD/P area is here to assist the Clandestine Services in making the most effective use of its personnel. Moreover, in my opinion, the Director of Personnel, having information about each employee as well as the personnel position of the Agency, is also in a position to give valuable advice in connection with redistribution and reassigning of DD/P personnel. In addition, the DD/P Career Management system supported directly by the Office of Personnel permits wide latitude in planning for the assignment and reassignment of Clandestine Services personnel. Beyond this, in my opinion, it has not been feasible to go. This recommendation is not completely discounted. It will be given consideration during each step of the development of new methods of manpower control.

q. It was recommended that the Clandestine Services be delegated authority to realign and reorganize internally without prior

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approval of the Management Staff. The same comment made with respect to paragraph p. above applies to this recommendation.

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to the
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